



Innovative Behavior on the State Civil Apparatus

Ratna Wati^{1*}, Mansyur Achmad², Ahmad Averus Toana³

^{1),2),3)}Institut Pemerintahan Dalam Negeri, Jakarta, Indonesia, email: ras030507@gmail.com

*Corresponding Author: Ratna Wati

Abstract: In entering the globalization era with various challenges that exist it will requires us to adjust to that situation. One way to adjust to this dynamic changes is through innovate. This research include in qualitative research by systematic literature research method that intensive and in-depth. In this research, the author tries to identify, collect, investigate and evaluate all the literature used to inform the readers. The researcher collects all the literature in the form of scientific journals/thesis/dissertation related to the innovative behavior of Civil Servants in Indonesia from the Google Scholar database source and produces 38 (thirty-eight) for screening categorization and only 8 (eight) documents related to innovative behavior of Civil Servants. The author conducts a thematic analysis by explaining in problem boundaries section so the important factors regarding an innovative civil servants could be obtained. From these analysis results, it can be concluded that innovative behavior consists of internal factors such as self-efficacy, openness to experience, creativity and psychological capital. Beside that, there are also an external factors such as job demands and job resources, organizational climate and culture, knowledge management and leadership. Thus, the managerial implications for Civil Services needs to transform the mindset by fostering self-efficacy in their environment so as to try new ways or methods in completing work, as well as being open and willingness to accept new ideas from others and sharpening creativity in solving problems.

Keywords: Innovation, State Civil Apparatus, Literature Study, Internal Factors of Innovation, External Factors of Innovation.

INTRODUCTION

Entering the globalization era with various challenges need us to be ready to adapt. One way to adjust in this kind of situations is through Innovation. The Innovation will transform everything for the better. Even though in these current pandemic era, the innovation always mentioned as an effort to survive (Kementerian Pendayagunaan Aparatur Negara dan Reformasi Birokrasi, 2020).

In 2020, Indonesia's Global Innovation Index (GII) is ranked at 85th out of 131 countries in the world, with a total score of 26.49 (maximum 100) less than average score which is 30.94. GII is used to review the multidimensional aspects of innovation based on 80

indicators which are grouped into innovation inputs and outputs. Indonesia's ranking are stucked since 2018. Lately the Indonesia's position In Southeast Asia only slightly better than Cambodia and Myanmar (Dutta et al., 2020).

Innovation is also one of the indicators in measuring the global competitiveness index. According to the World Bank report, Indonesia's competitiveness index has fallen from position 32 to 40 out of 63 countries (Nadya et al., 2020). By seeing these conditions, various efforts need to creates in order to increase the competitiveness and innovation can be that solution to face the challenges of economic and social development (Osborne & Brown, 2011). Not only because of that, innovation is also consider as an important part to represent the independence and progress of the nation.

One of the efforts made by the Indonesian Government in order to increase the competitiveness is by launching the Bureaucratic Reform movement (Riyanto & Prasetyo, 2021), and also by issuing Presidential Regulation of the Republic of Indonesia Number 81 of 2010 concerning the Grand Design of Bureaucratic Reform 2010-2025. This regulation were explained that the vision of Bureaucratic Reform is "The Realization of World Class Government."

The world-class government can be understood as a government which is professional, full of integrity, capable to provide quality services to the community, and fulfilling the democratic government. It has purposes to answer the challenges of the 21st century in 2025 through good governance (Markonah & Prasetyo, 2020). In Bureaucratic Reform, innovation is one of the important principles. And because of that, the Government provides various incentives for government agencies to innovate its governance, knowledge exchange and best practices in an effort to produce better performance. Based on the Regulation of the Minister of Home Affairs Number 104 of 2018 concerning Assessment and Awarding and/or Regional Incentives, the incentives provided are consist of fiscal incentives and non-fiscal incentives. Furthermore, it is explained that fiscal incentives are facilities provided by the government which directly related to the State budget (APBN). Meanwhile, the non-fiscal incentives are facilities provided by the government which are not directly related to the state budget.

So as to increase the bureaucratic innovation, various competitions were held. Since 2014, the Ministry of State Apparatus Empowerment and Bureaucratic Reform has regularly held a Public Service Innovation Competition (KIPP) for all government agencies. Beside that, the Ministry of Home Affairs also conducts an assessment of regional innovation through Regional Innovation Index Indicator. According to Law Number 18 of 2002 concerning the National System of Research, Development, and Application of Science and Technology, it said that innovation could be defined as research, development and/or maintaining activities which aimed in developing the practical application of new scientific values and contexts or new methods in fulfilling the existing science and technology into products or production processes. Meanwhile, a press release from the Ministry of Research and Technology/National Research and Innovation Agency Number: 174/SP/HM/BKPP/XI/2020 which explains that innovation is the key to transformation, energy to creates change, solutions to overcome problems and main factor to win the competition. In those press release, it was mentioned that innovation is a crucial parts for civil servants to catch up with the satisfactory services to the community.

For the purposes in creating innovation, the organizations should be supported by the ability of Human Resources (HR) in innovating the workplace (De Jong & den Hartog, 2010). The successful implementation of the ideas are developed by HR which is influenced by innovative behavior of employees (Scott & Bruce, 1994). Innovative behavior is not something that is genetic, but something that can be learned and can be taught to employees (Christensen et al., 2011).

Human resources in government organizations is to be called the State Civil Apparatus (ASN). The state Civil Apparatus is one of the assets for the bureaucracy which expected to realize the ideals of world class government in 2024 as it stated in the Bureaucratic Reform road map. In the 2020 The State Civil apparatus Inspiration Talk event, it was stated that this civil servants should be able to prepare themselves to face an increasingly complex future world, including globalization, digitalization, information technology, the competition between countries, information overload, high collaboration, and other challenges that we currently facing such as the Covid-19 pandemic (Kementerian Pendayagunaan Aparatur Negara dan Reformasi Birokrasi, 2020). Various efforts made by the government, both in terms of regulations and also providing incentives, but still have not impact to the emergence of an innovative behavior of Civil servants in Indonesia. It could be saw by the low Global Innovation Index which owned by the Indonesian. By considering the importance of innovative behavior for State Civil apparatus, it is necessary to investigate which factors that influence this innovative behavior.

LITERATURE REVIEW

Van der Vegt & Janssen (2003) defined that innovative behavior is human or individual behavior in promoting or realizing new ideas in a work group or organization which has beneficial directly to the performance of the group or organization. According to Kleysen & Street (2001), innovative behavior can be stated as all individual actions directed at creating, introducing and implementing novelties that can be beneficial at various levels of the organization. These useful novelties can be in the form of the development of ideas, new product technologies, changes in administrative procedures which aimed in improving the efficiency and effectiveness of the organization.

Innovative behavior is an individual act who have purpose in generating, introducing and implementing new things or creative ideas and courage to take risks borne by the actions in order to provide benefits to the organization (De Jong & den Hartog, 2010). These new things can be include as a new ideas, processes, procedures or products. Innovative behavior can be achieved by using the knowledge and experience possessed by individuals to produce new ideas, processes and solutions (Amabile, 1988). Therefore, innovative behavior can be said as an important thing owned by individuals in an organization. Innovative behavior which referred in this research are those individual behavior that: 1) has the aim of generating new ideas, processes or ways of working or solutions 2) can be used to improve organizational efficiency and effectiveness. With these criteria, at least it can be revealed which factors are includes in the basic components of innovative behavior and that have been found by previous researchers.

RESEARCH METHODS

This research is include in qualitative research, through systematic literature research method. Systematic literature review is intensive and in-depth, where its implementation requires considerable energy, thought and also time (Dickson, 2017). Systematic literature research is considered as one of the best ways to synthesize research findings that examine the topic of the same problem. Through this research, the author tries to identify, collect, analyze, and evaluate all the literature used to inform readers.

The initial step of the research are, the authors identify and collect all the literature in the form of scientific journals/thesis/dissertation related to the innovative behavior of State civil apparatus in Indonesia through the database source of "Google Scholar." The keywords that the author uses are: "innovative behavior"+State Civil Apparatus. When accessed on May 25, 2022, these keywords generate 38 (thirty eight) documents. So that the author reads one by one out of 38 (thirty-eight) documents to perform categorization

screening, then it just only 8 (eight) documents selected. The reason why the author did not use the other 30 (thirty) documents it is because those are had similarities to the research subjects, namely State Civil Apparatus but did not discuss any further relates to the innovative behavior. Then from this selected documents, the author are performed a thematic analysis by describing it into several problem boundaries so that the important factors related to State Civil apparatus's innovative behavior could be found.

RESULT AND DISCUSSION

The literature results indicates that all of these book reference were published in the last 3 (three) years, namely 1 (one) book reference was published in 2018 and 2019, the other 4 (four) was published in 2020 and the last 2 (two) was published in 2021. This indicates that this research topic is relatively new and relevant.

There are at least 9 components related to State Civil Apparatus's innovative behavior. According to these research, those components are:

1. Self-efficacy

The research whom conducted by Nurmala & Widyasari (2021) shows that self-efficacy has a significant impact towards innovative behavior. This research was completely done to 183 state civil apparatus in the Ministry of Home Affairs. The Individuals who have high self-efficacy will might have a tendency to produce , promote, and deliver the new ideas (Zahra et al., 2017). These person could be able to improve in a work processes, facing the challenging tasks and put up the innovation way in doing work (Carmeli & Schaubroeck, 2007) as well as has an inner motivation to exert the ability to engage in challenging work (Han & Yang, 2011).

2. Openness to experience

The openness personality or to be called as openness to experience which possessed by the individual will make those person wants to go further with their Curiosity and they will tend to be able to catch up themself based on dynamics situation that they facing (Nurmala & Widyasari, 2021). This proven by the research whom conducted by Nurmala & Widyasari (2021) towards 183 civil servants in the Ministry of Home Affairs.

3. Creativity

Creativity is one of aspect from the innovation idea, while innovation here are includes the idea and actual implementation of the proposed idea (West & Farr, 1989). The Submission of new ideas to support accomplishment of work could be shown by individuals who have creativity through their imagination (Prihantoro & Soehari, 2020). Creative employees will have the ability to turn information into products and innovation processes, because creativity has implications for cognitive processes which can encourage the creation of new ideas (Anderson et al., 2014; Prihantoro & Soehari, 2020). The research from Prihantoro & Soehari (2020) which was conducted to the State Civil apparatus at the Education and Training Center of the Ministry of Informatics and the results indicates that there's a significant influence of creativity on innovation.

4. Psychological Capital

Research whom conducted by Mishra et al. (2019) and Hasanah et al. (2019) defined that innovative behavior can be predicted through psychological capital. These results also illustrates on how psychological capital could help individuals to overcome their obstacles and challenges in realizing innovative work behavior. This research was conducted at Widyaiswara of Ministry of Health

5. Work Demands and Work Resources

Work demands and work resources are two things that are interrelated in shaping innovative behavior. Fay et al. (2019) had declared that work demands can predict innovative work behavior, whereas the innovative work behavior can caused by high work

demands. This is likely because individuals try to apply innovations in order to change working conditions. Social support from superiors and coworkers could be said as resource at work. This can make individuals established new skills so as to innovate (Dediu et al., 2018). The research results from Hasanah et al. (2019) indicates that mostly employees tends to be more innovative in facing higher demands when they provide by high job resources. This research was conducted at the Widyaiswara of the Ministry of Health which showed a significant impact from work demands and work resources towards innovative behavior.

6. Organizational Culture

Organizational culture is a shared value system in an organization which causes organizational members to carry out activities to achieve organizational goals (Riani, 2011). Organizational culture plays an important role to manage employee behavior by instilling attitudes and values for employees to achieve organizational goals. Two aspects of organizational culture are innovation and the courage to take risks (Jamaluddin et al., 2017). The Research by Syaifudin (2021) towards 136 State Civil Apparatus at Legal Bureau of the Ministry of Finance showed a significant impact that caused by organizational culture to innovative behavior. This in line with the research whom conducted by Lestari & Simatupang (2020) to 30 Civil Servants at POM Tanjung Balai City and Prihantoro & Soehari (2020) research towards 60 State Civil Apparatus at Education and Training Centers of the Ministry of Communication and Information Technology

7. Organizational Climate

Organizational climate is the environment or place for employees in an organization to do their work Riyanto et al. (2021), Sari & Ulfa (2013) which can influence the innovative behavior of individuals in an organization (Scott & Bruce, 1994). Employees who are in a conducive organizational climate will be able to demonstrate their innovative behavior. As Susanty (2013) states that the conduciveness of the organizational climate will creates employees more productive so as to create an opportunity for employees to give their best shoots by behaving more innovatively. Research conducted by Syaifudin (2021) towards 136 state civil apparatus at Legal Bureau of the Ministry of Finance which showed a significant impact has occurred between organizational climate and innovative behavior.

8. Knowledge Management

Knowledge management is the process of changing knowledge from tacit (hidden) knowledge to explicit (visible) knowledge (Nonaka et al., 2017). So In line with this opinion, the research results from Praptowo et al. (2020) explains that learning organizations which capable to manage effectively and integrated with the cycle of knowledge management, those are the one who will exceed the innovative so as to foster a spirit and culture of sustainable learning. This could be done by learning by doing, generating innovative ideas and making the best contribution to the organization. The research results from Praptowo et al. (2020) which conducted on 33 State Civil Apparatus at the Yogyakarta Financial Education and Training Center showed a significant influence between knowledge management and innovative behavior.

9. Leadership

The leader is the most authorized person in managing the duties and responsibilities of subordinates and plays a major role in create the innovative behavior of individuals in the organization (De Jong & den Hartog, 2010). Leadership can improve employee innovative behavior by providing encouragement to determine the innovation goals to be achieved by employees. This could be done by accepting employee ideas, provide recognition, evaluation and prizes to show their support and appreciation for their employee innovation (Wang & Hong, 2010). The research whom conducted by Prihantoro & Soehari (2020)

proves that there is a significant influence between leadership and innovative behavior. This research were performed towards 60 state civil Apparatus at Education and Training Center of the Ministry of Communication and Information Technology. In addition, the research whom conducted by Wiriyanto (2020) also states that innovative regional heads can arise due to transformational, transactional leadership factors and phronesis understanding.

Furthermore, from the nine components related to State Civil apparatus's innovative behavior which obtained from previous research, it can be seen that those are seems related to each other which means that there are important factors which plays at these innovative behavior. Self efficacy is a person's internal ability to face challenges and obstacles in completing work (Han & Yang, 2011). A person who has high self-efficacy will tends to have high self-confidence to be able to challenging new tasks (Carmeli & Schaubroeck, 2007). If it is supported by an openness to experience personality, it will make that person have a high curiosity and tend to want to try new things (Nurmala & Widiasari, 2021). The creativity of the individual also increasingly encourages their ability to create new ideas (Prihantoro & Soehari, 2020). which seem very useful to complete their work. Furthermore, through these psychological capital which possessed by the individual, it allows individuals to face obstacles, issues and stress that hinders to achieving the goals (Siu et al., 2014).

There are four factors that could be measured the innovative behavior of State Civil Apparatus such as self-efficacy, openness to experience, creativity and psychological capital and those are internal factors within the individual that can encourage the emergence of their innovative behavior. These four factors can support each other in contributing to the emergence of innovative behavior owned by civil servants.

In addition to these four factors that have been mentioned above, there are still have 5 (five) other factors that plays an important role in the innovative behavior of ASN. People tends to be more innovative when facing higher job demands and at the same time they also have a high job resources (Prihantoro & Soehari, 2020). This condition needs to be supported by a conducive organizational climate and culture so as to create learning organization which capable to manage an integrated cycle of knowledge management. Through a conducive organizational climate and culture, it is hoped that individuals will be able to become more innovative to foster a spirit and culture of continuous learning to generate innovative ideas so that make the best contribution to the organization (Praptowo et al., 2020).

The leadership factor also has a significant influence in enhancing the State Civil apparatus's innovative behavior. This could be done by providing encouragement to determine the innovation goals which needs to be achieved by employees. The leaders should be willing to accept employee ideas, provide recognition, evaluation and rewards to show support and appreciation for employee innovation (Wang & Hong, 2010). An innovative leader must be able to find an ideas then select these ideas by considering to the availability of potential natural resources and human resources which owned by the company. In order to be able to encourage the creation of innovation in the public sector, the results of the selected ideas are implemented by involving every component of organization. Regional heads or leaders should have a dominant role in the stage of disseminating ideas. The next stage is that the regional head should be able to oversee the process of implementing the idea in detail in order to be able to deliver the innovation (Wiriyanto, 2020).

The five factors from the innovative behavior of state civil apparatus namely job demands and job resources, organizational climate and culture, knowledge management and leadership those are the factors from outside the individual so that they can be categorized as an external factors that can encourage the emergence of innovative behavior that owned by State civil apparatus itself.

CONCLUSION

Innovative behavior is important for the state civil apparatus in Indonesia. Innovative behavior which possessed by the civil servants will be able to encourage to produce new ideas, processes, ways of working to find solutions that can be used to improve organizational efficiency and effectiveness so that it will be able to increase the Indonesian National Competitiveness Index.

Previous research relates to the innovative behavior of the state civil apparatus in Indonesia were focused on the factors which influence the innovative behavior itself. So there are at least 9 (nine) components or factors which affecting the innovative behavior of the State civil apparatus. Based on these 9 (nine) components, the concept are created as the factors of innovative behavior of the state civil apparatus. According to these analysis results, it can be concluded that innovative behavior contains of internal factors such as self-efficacy, openness to experience, creativity and psychological capital. Beside that, there are also an external factors such as job demands and job resources, organizational climate and culture, knowledge management and leadership. The suggestions that can be convey based on this study regarding the factors which influences the innovative behavior on the state civil apparatus in Indonesia which is hoped that the government, both at the central and regional levels, can encourage the realization of the state civil apparatus who has innovative behavior by paying attention to internal factors, such as encouraging their self-efficacy in order to be able to innovate, encouraging the realization of an openness to personality from their experience and improving their creativity by holding an innovation competition program for the state civil apparatus which in turn can encourage it's organizational innovation. Organizations are expected to be able to create an organizational climate and culture that can foster their innovative behavior. The leadership role is also needed in order to fostering the innovative behavior of subordinates by providing opportunities for them to convey their ideas on various occasions, appreciating the ideas which their have been submitted and also providing opportunities to implement these ideas.

For the state civil apparatus itself, it is deemed necessary to change the mindset as an innovative person by fostering self-efficacy within themselves and try new ways or methods in completing work. In addition to that, being open and willingness to accept new ideas from others and also build creativity in solving problems.

Literature research related to innovative behavior are currently still very limited, especially for the state civil apparatus environment in Indonesia. This will opens wide the opportunities for other studies by adding variety of approachment methods and analytical points of view.

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